



# **2011 WORKFORCE DIVERSITY PLAN**

**DEPARTMENT OF LABOR  
& INDUSTRIAL RELATIONS**



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# Workforce Diversity Policy Statement

In accordance with Governor Nixon's Executive Order 10-24, The Missouri Department of Labor and Industrial Relations shall ensure that all present and prospective employees are afforded equal opportunity at all levels and phases of employment with respect to, but not limited to, hiring, recruiting, training, benefits, promotions, transfers, layoffs, demotions, terminations, rate of compensation, and recalls from layoffs. The Missouri Department of Labor shall work to ensure that there will be no vestiges of discrimination against persons on account of race, color, religion, national origin, sex, ancestry, age, sexual orientation, veteran status, or disability; not only in employment practices but in the provision of services and the operation of facilities.

The Department believes that the State of Missouri works best if all of its citizens and employees are provided an opportunity to work and participate in an environment free from prejudice on account of race, color, religion, national origin, sex, ancestry, age, sexual orientation, veteran status, or disability. Accordingly, the department is firmly committed to full and positive compliance with Executive Order 10-24 as well as all federal and state regulations which forbid discrimination in the delivery of services to all applicants served by the programs of the Department. This policy and the Workforce Diversity Plan shall be adhered to by all staff. Supervisory and management staff shall assure that the intent, as well as the stated requirements, is implemented in all employee regulations and personnel practices. This plan serves as a base document to monitor results throughout the year.

Through this commitment, the Department's Workforce Diversity Plan, this policy and its principles are integrated in the Department's business objectives. The plan will be distributed to key department personnel and will be made available to any applicants, department employees, or other interested parties requesting to view the program.



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# FY2011 Workforce Diversity Plan Summary

The Missouri Department of Labor and Industrial Relations set out action plans to expand programs of open recruitment in all positions and enhance awareness of career opportunities available with the Department. The Department took on a more active role in posting promotional vacancy announcements by sending e-mail notifications to all Department employees.

A representative from Human Resources/Human Relations will participate on the interview panel for all positions at pay grade 13 and above. If HR is unavailable, one member of the interview panel must work outside the hiring section. Human Resources is contacted to coordinate a representative for interviews scheduled in 2011. Approximately 90% of the interview panels had an independent reviewer.

To advance the Workforce Diversity Plan, HR worked on:

- **Recruitment:**  
Recruitment announcements were sent to various colleges and universities to attract a more diversified pool of applicants. DOLIR's internet and intranet job opportunities page has been expanded and redesigned.
- **Interviews:**  
HR is regularly a part of all interview panels for positions with a pay grade of 13 and above. A new department policy was developed regarding interviewing. We redesigned our approach to interview questions to gain additional insights of our applicants as it relates to the vacant positions. For supervisory positions, we have started sending out availability letters through e-mail instead postal mail.
- **Education:**  
All employees who regularly participate in interview panels attended the interview class provided by the Training Unit.
- **Retention:**  
Our new employee orientation was redesigned and is now conducted monthly for our new hires. We also implemented a 90 day follow-up training for the new hires to explain career opportunities and to further acquaint them with the department. These efforts should have a positive result towards retention of those hired.

Human Relations and staff from Human Resources did not attend any recruitment events in the state of Missouri.

Anti-Harassment training for all department employees is required. Training of staff began in August 2010 and was completed in December 2010.

The Department's Workforce Diversity Plan was made available to any applicants, department employees or other interested parties requesting to view the program. The Workforce Diversity Plan is posted on the Department's Intranet and Internet Web pages.



## Department Recruitment Tools

The Department uses a variety of methods to recruit individuals including the following:

**Podcasts:** Every week, the Department produces a podcast highlighting a program administered by the department and interviews an “expert” to provide insight about the duties and tasks needed to make that program work. This method allows the department to explain more about the various positions we offer. In addition, we invited guest Alan Green, former Director of the Office of Equal Opportunity for the Office of Administration, to explain how minority and women owned businesses obtain a state contract which will result in job creation in disadvantaged neighborhoods.

**Department Newsletter:** The Labor Link Newsletter is submitted to more than 3,000 Missourians every month. September 2011 marks a year since we began including a unique section called “Working for You”. The piece focuses on one person working in the department to show the impact that position has on the overall functions of the department. From taking wage complaints over the phone from workers who have been victims of wage theft to helping employers identify hazards on the job to ensure workers are safe. This humanizes the jobs we offer at the position by providing a certain level of personal information about the candidate as well as explains the daily functions of the job.

**Facebook/Twitter:** Any time there is an open position at the department, we advertise it by using social media which include Facebook and Twitter. In addition, we post more detailed information as well as how to apply on the labor.mo.gov website. We also post job openings for other state positions by using these social tools.

**Community Outreach:** Having a presence in the community is vital in recruiting new job candidates. We use both our Speaker’s Bureaus and exhibit booths as avenues to network with organizations and members of the public from around the state.

**Newspaper Ads/College Bulletins:** The Department’s Human Resource Division spends time ensuring there is more than adequate outreach to the minority demographic by placing advertisements in minority owned businesses as well as sending posts to universities and community colleges that have a known presence of minority students.



# FY2012 Workforce Diversity Action Plan

The Department will continue to move forward with the new outreach initiatives as well as attend as many job fairs as possible, pending budget restrictions, throughout the state of Missouri. Recruitment efforts shall focus on specific skills and abilities required to fill critical vacancies.

The Department seeks to establish relationships with private businesses and organizations to assist in revitalizing current recruitment methods. In addition, recruitment efforts will seek to include non-traditional sources (churches, community centers, junior colleges, technical schools).

The Missouri Department of Labor and Industrial Relation's ongoing goal is to train department and division management on how to use the Department's Workforce Diversity Plan in the following ways for recruitment and retention strategies:

- Enhance awareness of career opportunities available within the Department;
- Work closely with division management and the state diversity recruiter to attract qualified minority and women candidates;
- Establish relationships with private businesses and organizations to assist in revitalizing current recruiting methodologies;
- Increase usage of the performance management system as reinforcement in coaching managers to improve working relationships among diverse cultural groups;
- Provide a higher level of diversity training for managers, and target non-traditional events and publications for the recruitment of minorities; and
- Utilize social networking mediums such as Facebook, Twitter, and YouTube to promote our events and job openings to diverse cultural groups.
- Utilize the contact lists to further target audiences specific to that section.
- Get access to unemployed worker e-mails to further communicate and promote our vacant positions.



# Department of Labor and Industrial Relations Overview

The Missouri Department of Labor and Industrial Relations promotes economic security, safe and healthy workplaces, as well as protects wage earners and individuals against discrimination by improving working conditions, enforcing labor and anti-discrimination laws, and helping those who are unemployed or injured on the job.

In addition, the Department is responsible for administering programs that: (1) provide an income contribution for workers to offset the loss of a job because of injury; (2) provide an income contribution for workers to offset the loss of a job because of layoff; (3) determine the appropriate bargaining unit for public employees; (4) determine wages for public works and construction projects; (5) promote safe working environments; (6) enforce Missouri's anti-discriminatory statutes and protect Missouri citizens in the areas of housing, employment, and public accommodations; and (7) investigate allegations of workers' compensation fraud and noncompliance.

Agencies operating within the Department are: the Labor and Industrial Relations Commission, the State Board of Mediation, the Division of Labor Standards, the Division of Workers' Compensation, the Division of Employment Security, the Missouri Commission on Human Rights, and the Director and Staff Administration.

The Department also provides seminars and training for businesses or organizations on various topics such as child labor laws, fair housing, mine and cave safety and health, and workers' compensation, to name a few. The On-Site Safety and Health Consultation Service provided by the Department is a confidential, no-cost service to high hazard employers with up to 250 workers (or up to 500 nationwide). The service assists employers in reducing injuries and illnesses without penalties, thereby providing safer and healthier workplaces.

The Missouri Department of Labor and Industrial Relations assists employers and employees by helping them understand Missouri laws regarding their rights and responsibilities. It is the Department's goal to provide exceptional, innovative services to our customers, employees, and employers of the state of Missouri.

## ***Department of Labor and Industrial Relations Mission Statement***

To promote industry and labor and protect the rights and safety of Missouri's workforce.

## ***Minority- and Women-owned Business Enterprises (M/WBEs)***

In fiscal year 2011, the Department spent 15.70 percent of its expenditures with minority owned businesses (MBEs). During the same time period, the Office of Administration spent 4.35 percent of expenditures on the Department's behalf with MBEs. The cumulative total of all expenditures with MBEs in fiscal year 2011 was 7.57 percent.

In fiscal year 2011, the Department spent 13.86 percent of its expenditures with women owned businesses (WBEs). During the same time period, the Office of Administration spent 7.27 percent of expenditures on the Department's behalf with WBEs. The cumulative total of all expenditures with WBEs in fiscal year 2011 was 9.14 percent.



# Compelling Governmental Interest

The Missouri Department of Labor and Industrial Relations represents the state of Missouri. The programs of this Department vary to include ensuring an income for workers to offset the loss of a job because of an injury or layoff and enforcing Missouri's anti-discriminatory statutes. Citizens in Missouri, and in some cases, citizens in the United States, are affected by delivery of services by employees of the Department. Therefore, the Department strives to recruit and retain a workforce to best serve the needs of the diverse citizenry. The Department and this plan assist in the selection of a diverse and qualified group of employees to serve the public.

Just as citizens across Missouri differ based on where they live, work and play, citizens differ based on their needs of services. Missouri citizens who make use of programs want to be assured that they are served by individuals who are sensitive to their needs.

Delivering services not only means performing an act or providing a service, but it includes developing program policies and guidelines; supervising the case management of individuals, and working to ensure legislation and regulations are upheld and are appropriate. This will ensure that all Missourians receive the optimum in services from the state.

The Workforce Diversity Plan is used as a guide in assisting in the selection of qualified individuals. The Department has attempted to recruit and maintain diversity within its workforce and has had continued difficulty attracting and maintaining a diverse workforce through conventional means. The Workforce Diversity Plan, through scrutiny of availability of qualified individuals within the reasonable recruitment area, is assisting the Department in establishing a recruitment plan. The Department is able to analyze the labor market area and set goals tailored to the position and existence of qualified individuals within the respective recruitment areas. The analysis and recruitment efforts are assisting in the increase in the availability of qualified minorities and females within the pool of available candidates.

The Department does not require managers to select minorities or females for specific positions. It encourages the selection of minorities and females in positions where underutilization is reflected. The Department allows race and sex to be utilized under these circumstances only as one criteria. The applicant must be qualified for the position and must be able to carry out all functions of the position. The Workforce Diversity Plan exists to address historically underutilized classes of individuals, of which females and minorities are foremost. Diversity is not limited to race and sex, but includes age, disability, veteran status, and religion, along with other issues.

The services and programs provided establish a compelling governmental interest to utilize the Workforce Diversity Plan.



# Disclaimer

The Workforce Diversity Plan is an active means of recruitment to establish a workforce mirroring the citizenry of Missouri.

The Department's objectives are not developed or administered as quotas, nor are they administered in a manner which discriminates in hiring, appointing or promoting an individual on the grounds of race, color, religion, sex, or national origin.

Objectives are projected, for appropriate positions, for historically excluded people. Objectives are projected and utilization analyses are conducted on the basis of race, sex, religion, age, disability and veteran status.

The Missouri Office of Equal Opportunity database is the reference which contains the information necessary to monitor the statistical data contained in the report.



# Responsibility for Implementation

Ultimate responsibility for achievement of equal employment opportunity in the Department, through this Workforce Diversity Plan and other provisions is assigned to the director of the Department, under both the laws and principles of sound public administration. The director's status in the Department ensures workforce diversity priorities are communicated and implemented. In addition, the director ensures that employees and applicants are aware of the Department's commitment to equal employment opportunity. The policy on Equal Employment Opportunity (EEO) is incorporated in the Department's Administrative Manual.

Division and agency directors are responsible for directing their respective personnel in implementing the Department's equal employment opportunity program and Workforce Diversity Plan objectives.

## Workforce Diversity Responsibilities

### *Designation of Equal Employment Opportunity Officer*

The Department's Human Resources Manager is responsible to the Department director with full responsibility, authority and staff support to develop, implement, and monitor the Workforce Diversity Plan as it relates to the Department's staffing and services.

The Department's Human Relations Officer reports to the Department director with responsibility for the day-to-day operations and implementation of the Workforce Diversity Plan. The Human Relations Officer serves as the designated Equal Opportunity (EO) Officer. The responsibilities of the Human Relations Officer include, among other duties:

- Development of the Department's written Workforce Diversity Plan, as well as the plan updates to conform to all applicable laws and regulations.
- General direction and coordination of programs established under this plan.
- Collection, analysis and proper publication of all statistical data called for in this plan and its guidelines for implementation.
- Preparation of all government reports required with regard to equal employment opportunity in the Department and to the operation of this plan.
- Provide assistance to section heads in need of technical advice or administrative support in meeting their responsibilities under this plan and under applicable EEO laws and regulations.
- Establishment of a liaison with non-profit minority and women's organizations which specialize in recruiting minorities and women, maintenance and updating of a list of such organizations capable of producing qualified minority and female applicants for employment by the Department and regular evaluation of the effectiveness of such organizations.
- Annual or more frequent review of employment practices in the Department include reviewing of such related documents as job descriptions, application forms, and job announcements to help assure that any practices which are discriminatory are eliminated or corrected.
- Provide assistance to responsible supervisory and management personnel to achieve their goals under this plan with the help of the development of affirmative recruitment programs.
- Preparation of an annual report on workforce diversity in the Department for publication.
- Develop and conduct training to Department and division management on how to use the Department's Workforce Diversity Plan for recruitment and retention strategies.
- Develop and conduct mandatory Workforce Diversity and Preventive Workplace Harassment Training to department staff.



# Dissemination of Equal Employment Opportunity (EEO) Policy

The Department's EEO policy will be disseminated internally and externally for the benefit of all employees, prospective employees, recipients of services, department suppliers, contractors, and the general public.

## Internally

- The policy statement is contained in all personnel policy manuals.
- The Human Relations office reviews the workforce diversity progress and stresses the Department's commitment to workforce diversity.
- EEO posters are posted in all of the Department's facilities.
- The Organization and Staff Development section presents and conducts the New Employee Orientation Program and Supervisory Training Program. Organization and Staff Development includes, as part of the orientation, the Department's EEO Program.

## Externally

- Recruitment sources used by the Department, which includes unions, colleges, universities, and organizations specializing in the recruitment of historically excluded people, will be informed of the Department's non-discriminatory policy and workforce diversity plan. A summary of the Workforce Diversity Plan is provided upon request.
- Additional steps in dissemination may be taken from time to time by the department director, human relations officer, or the human resources manager.
- Nothing in this plan should be interpreted as invalidating any lawful provision of any contract existing between the Department and a union, or other duly established bargaining agent of employees. Conversely, the Department will not be a party to a collective bargaining agreement, or provision thereof, which violates equal employment opportunity laws and regulations to which the Department is subject. The appropriate officials of all unions and other bargaining agents with whom the governmental unit has contacts will be provided copies of the Workforce Diversity Plan.
- All contractors working with the Department will be advised of the Department's policy on non-discrimination and the contractor's obligations. In appropriate instances, the Department may negotiate specific workforce diversity measures in the applicable contract.



# Workforce Analysis

## Full-Time Employees

At the end of FY2011, the workforce analysis section is prepared for the Department of Labor and Industrial Relations by using internal data generated by the Human Resources and Research and Analysis Sections. The Missouri Department of Labor and Industrial Relations employs 896 full-time employees statewide. Total males make up 31.5 percent and females make up 68.5 percent of the department's workforce. White males account for 28.4 percent of the workforce; black males, 2.3 percent of the workforce and other minority males make up 0.8 percent. White females account for 60.5 percent, black females make up 7.0 percent and other minority females make up 1.0 percent. The total minority workforce within the Department is 11.2 percent.

Male.....	31.5%
Female.....	68.5%

Males	
White .....	28.4%
Black.....	2.3%
Other Minorities.....	0.8%

Females	
White .....	60.5%
Black.....	7.0%
Other Minorities.....	1.0%

TOTAL EMPLOYEES.....	896
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TOTAL MINORITY EMPLOYEES %.....	11.2%
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The department has made improvement in addressing disparity in the following areas:

Black males increased by 9.5%

Black females increased by 4.5%

Other minorities increased by 3.0%

Total minority employees by 7.7%

## Part-Time Employees\*

At the end of FY2011 the workforce analysis section is prepared for the Department of Labor and Industrial Relations by using internal data generated by the Human Resources and Research and Analysis sections. The Missouri Department of Labor and Industrial Relations employs 84 part-time, temporary or emergency employees statewide. Total males make up 25.0 percent and females make up 75.0 percent of the Department's part-time workforce. White males account for 23.8 percent of this component of the Department's workforce and black males, 1.2 percent. White females account for 73.8 percent and black females make up 1.2 percent. The total minority part-time workforce within the Department is 2.4 percent.

Male.....	25.0%
Female.....	75.0%

Males	
White .....	23.8%
Black.....	1.2%

Females	
White .....	73.8%
Black.....	1.2%

TOTAL PART-TIME EMPLOYEES .....	84
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TOTAL MINORITY EMPLOYEES %.....	2.4%
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*\* The number of part-time employees may fluctuate throughout the year due to workload amounts. The above numbers represent the part-time workforce on June 30, 2011.*

*Due to the high demand for unemployment compensation, the Division of Employment Security has hired numerous retirees on a part-time basis. As demand decreases the department will be reducing the use of part-time employees.*



# Description of Equal Employment Opportunity Job Categories

**Official- Managerial:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct department division office, work units, and bureaus. They include the following: directors, division directors, personnel officers, employee relations officers, controllers, superintendents, center directors, directors of nursing, children and youth services administrators, medical directors, and unit managers.

**Professional:** Occupations that require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training that provide comparable knowledge. They include the following: physicians, social workers, psychiatrists, dentists, psychologists habitation specialists, occupational therapists, case managers, accountants, pharmacists, personnel analysts, lawyers, systems analysts, auditors, chaplains, medical librarians, and registered nurses.

**Technician:** Occupations that require a combination of basic scientific or technical knowledge and manual skill that can be obtained through specialized post-secondary school education or through equivalent on-the-job training. This includes the following: computer programmers and operators, licensed practical nurses, psychometrics, draftsmen, data entry operators, laboratory technicians, dental hygienists, reimbursement officers, fire and safety specialists.

**Protective Service:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. This includes the following: security officers, security guards, lifeguards, fire and safety workers, their supervisors and watchmen.

**Paraprofessional:** Occupations in which employees perform some of the duties of professional and technical in a supportive role which usually require less formal training and/or experience normally required for professional or technical status. They include the following: library assistants, educational assistants, security aides, psychiatric aides, developmental assistants, activity aides, occupational therapy assistants, and substance abuse counselor assistants.

**Office- Clerical:** Occupations in which workers are responsible for internal and external communications, recording and retrieval of data and/or information and other paperwork required in an office. This includes the following: clerks, clerk-stenographers, clerk-typists, composing equipment operators, duplicating equipment operators, switchboard operators, data entry operators, mini-computer operators, stores clerks, storekeepers, bookkeepers, personnel clerks, and administrative assistants.

**Skilled Craft:** Occupations in which employees perform jobs which require special manual skill and thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. They include the following: locksmiths, automotive mechanics, refrigeration mechanics, carpenters, electricians, painters, plumbers, power plant mechanics, sheet metal workers, boiler operators, and stationary engineers.

**Service Maintenance:** Occupations in which employees perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds. They include the following: groundskeepers, laundry workers, laundry supervisors, seamstresses, bakers, cooks, food service helpers, meat cutters, laborers, and automotive drivers.



# Job Groups

## Job Group Analysis

The Department of Labor and Industrial Relations uses the Office of Administration (OA)-EEO job group categories. The Department has 92 job titles which have been organized into 14 of the OA-EEO job groups based on job description, level of responsibility and types of expertise the jobs require. Although the Department has attempted to establish job clusters of 50 or more, the Department has offices of less than 20 total workers in its administrative units across the entire state, which makes it impossible to meet the 50 or more criterion.

The Department uses the 14 job group areas described below for its job categories analysis.

### 1 - Officials and Administrators

**Officials/Administrators** - This subgroup consists of classifications which contain responsibilities for the organization's executive management. This subgroup includes: directors, wardens, superintendents, deputy directors, division directors, and other administrative executives.

**Managers/Administrators** - This subgroup consists of classifications with responsibility for bureau administration. These individuals execute policies or direct individual bureau activities and operations. This subgroup includes: administrators, managers, and assistant managers.

**Managers/Specialized Training** - This subgroup consists of classifications with responsibility for managing specialized activities. This subgroup includes: managers with medical, health, engineering, computers and other specialized training requirements.

**Other Managers** - This subgroup consists of classifications with responsibility for non-policy making program management, supervision, and other program or project management. This subgroup includes: supervisors, program specialists, management analysts, and other managers not elsewhere classified.

### 2 - Professional

**Auditors/Accountants** - This subgroup consists of those classifications with responsibilities for non-managerial accounting and auditing functions. Employees in these classifications may have specialized knowledge and/or training obtained through college training. This subgroup includes: auditors, accountants, and audit supervisors.

**Other Professionals** - This subgroup consists of classifications with responsibility for non-managerial professional activities. Employees in these classifications have specialized knowledge obtained through college, training institutions or work experience. This subgroup includes: professional telecommunications analysts, professional business regulation and inspection classifications, and other professional classifications not elsewhere identified.

**Management Analysts/Personnel Analysts** - This subgroup consists of classifications with professional management skills, personnel or human resource knowledge, labor relations or training skills. Employees in these classifications have specialized knowledge obtained through college, training institutions or work experience in these related area.



**Attorneys/Hearing Officers** – This subgroup consists of those classifications responsible for professional level legal, social science, and religious activities. Employees in these classifications have specialized theoretical knowledge obtained through college and/or law school. This subgroup includes: administrative hearing officers, senior counsels, other attorneys, social science workers and case workers.

**Purchasing Agents/Buyers** – This subgroup consist of those classifications working with procurement and related fiscal activities. Work includes approving and consolidating internal procurement of services in a state agency. This subgroup includes: Procurement Officer I and Procurement Officer II.

### **3 - Technicians**

**Other Technicians** – This subgroup contains classifications which require a combination of scientific or technical knowledge and manual skill which is obtained through post secondary education or through equivalent on-the-job training. This subgroup includes: electronic technicians, and other technical positions.

### **5 - Paraprofessionals**

**Paraprofessionals** – This subgroup contains classifications which include responsibilities of a limited professional, technical, or supervisory nature. This subgroup includes: library assistants, medical aides, child support workers, police auxiliary, welfare service aides, recreation assistants, home-makers aides, home health aides, revenue agents, legal aides, and tax examiners.

### **6 - Office/Clerical**

**Clerical Support/Keyboard** – This subgroup includes classifications with responsibilities for internal and external communication. The employees in these classifications are required to be proficient in typing and other keyboard skills. This subgroup includes: data entry operators, secretaries, word processing clerks, clerk typists, stenographers, office machine operators and other classifications where typing skills are mandatory requirements for the position. Also includes supervisor of such positions.

**Clerical Support/Non- Keyboard** – This subgroup includes classifications with responsibilities for filing, answering the phone, and operating basic office equipment. The employees in these classifications are not required to be proficient in typing or other keyboard skills. This subgroup includes: clerks, receptionists, dispatchers, messengers, hearing reporters, and cashiers.

### **7 - Service/Maintenance**

**Transportation Occupations** – This subgroup includes classifications with responsibilities for the transportation of materials, furniture or equipment. This subgroup includes: bus drivers, delivery personnel, and stores clerks.



# Department of Labor and Industrial Relations

## Classification Report

The lean job titles that have been identified for the Department have been further reclassified into 10 job categories or job groups based on the State of Missouri, Office of Administration's EEO job classification system. A listing of salary ranges also is included.

### **Officials/Administrators**

Board Members  
Commission Members  
Commission Chairman  
Deputy State Department Director  
Division Director  
State Department Director

### **Managers/Administrators**

Chief Administrative Law Judge  
Chief Counsel  
Chief Legal Counsel  
Fiscal and Administrative Mgr (Broadband 3)  
Human Resources Mgr (Broadband 2)  
Investigation Mgr (Broadband 2)  
Labor and Industrial Relations Mgr (Broadband 2)  
Labor and Industrial Relations Mgr (Broadband 3)  
Research Mgr (Broadband 2)

### **Other Managers**

Designated Principal Asst Department  
Designated Principal Asst Division  
Fiscal and Administrator Mgr (Broadband 1)  
Human Relations Officer III  
Labor and Industrial Relations Mgr (Broadband 1)  
Research Analyst IV

### **Auditors/Accountants**

Accountant I  
Accountant II  
Accountant III  
Accounting Specialist I-II  
Budget Analyst III  
Insurance Financial Analyst I-II  
Insurance Financial Analyst Specialist  
Senior Auditor  
UI Auditor I-II  
UI Auditor III

### **Other Professionals**

Appeals Referee I  
Appeals Referee II  
Claims Specialist I-II  
Claims Supervisor  
Contributions Specialist I-II  
Contributions Supervisor  
Executive II  
Graphics Supervisor  
Investigator I-II  
Investigator III  
Mine Safety Instructor  
Occupational S&H Consultant I  
Occupational S&H Consultant II  
Occupational S&H Consultant III  
Occupational Safety & Health (S&H) Supervisor  
Office Services Coordinator I  
Procurement Officer II  
Public Information Administrator  
Public Information Specialist I  
Wage and Hour Invest I-II  
Wage and Hour Invest III  
Research Analyst I-II  
Research Analyst III  
Senior Claims Supervisor  
Senior Contributions Supervisor  
Special Asst Professional  
Telecommunications Tech II  
Workers Comp Mediator  
Workers Comp Safety Consultant I  
Workers Comp Tech Supervisor

### **Management/Personnel Analysts**

Administrative Analyst I-II  
Administrative Analyst III  
Human Relations Officer I  
Human Relations Officer II  
Human Relations Tech  
Management Analysis Specialist II  
Management Analyst II (ES)  
Management Analyst III



Personnel Analyst I-II  
Personnel Officer I  
Training Tech I-II  
Training Tech III

### ***Attorneys/Hearing Officers***

Administrative Law Judge  
Appeals Referee III  
Assistant General Counsel  
General Counsel  
Legal Counsel

### ***Paraprofessionals***

Claims Examiner  
Contributions Examiner  
Executive I  
Workers Comp Tech I-II  
Workers comp Tech III

### ***Office/Clerical***

Account Clerk II  
Administrative Office Support Asst  
Court Reporter II  
Court Reporter Supervisor  
Information Support Coordinator  
Office Support Asst (Keyboarding)  
Personnel Clerk  
Senior Office Support Asst (Clerical)  
Senior Office Support Asst (Keyboarding)  
Senior Office Support Asst (Stenographer)  
Special Asst Office and Clerical  
Storekeeper I

### ***Technicians***

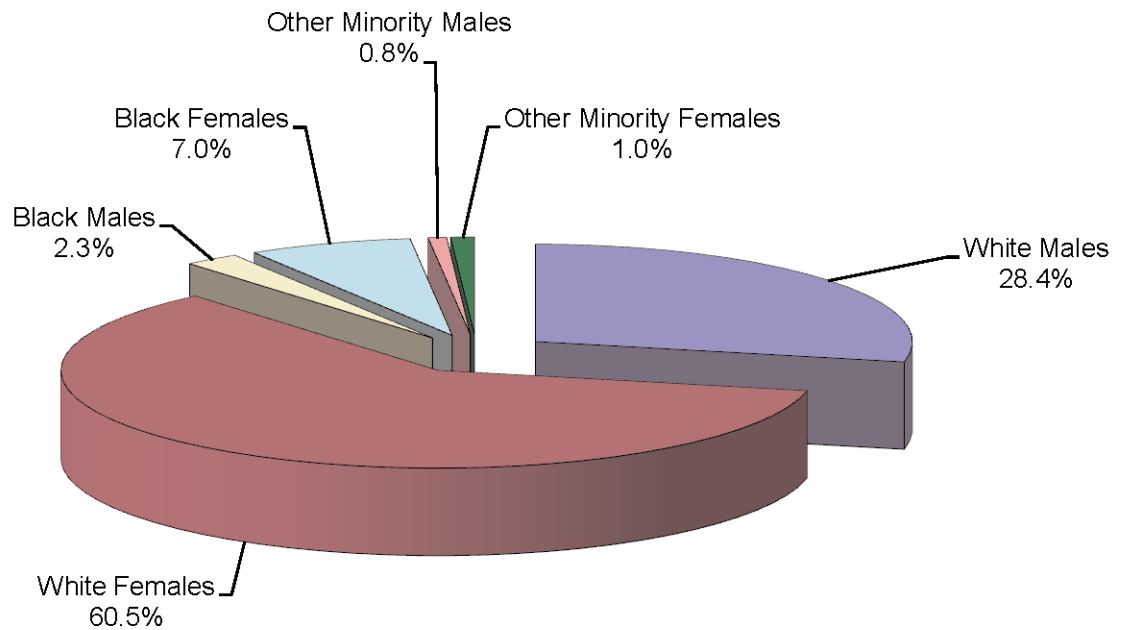
Mine Inspector

## **Annual Salary Code Table**

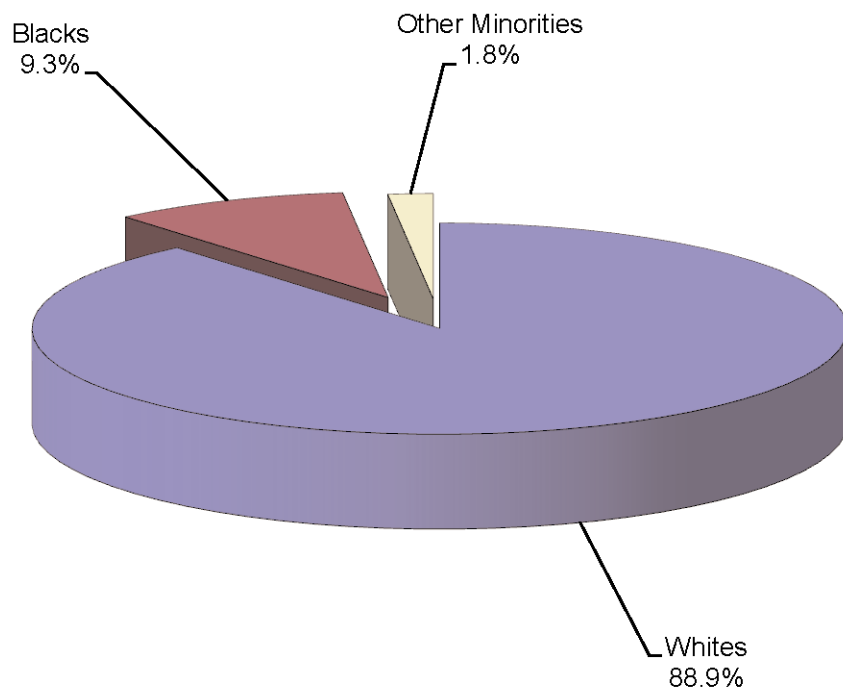
<b>Salary Code</b>	<b>Low Salary Range</b>	<b>High Salary Range</b>
01	\$ 0	\$ 15,999.99
02	\$ 16,000.00	\$ 19,999.99
03	\$ 20,000.00	\$ 24,999.99
04	\$ 25,000.00	\$ 32,999.99
05	\$ 33,000.00	\$ 42,999.99
06	\$ 43,000.00	\$ 54,999.99
07	\$ 55,000.00	\$ 69,999.99
08	\$ 70,000.00	\$ +



**Department of Labor and Industrial Relations  
Staff Gender and Race Breakdown  
As of June 30, 2011**

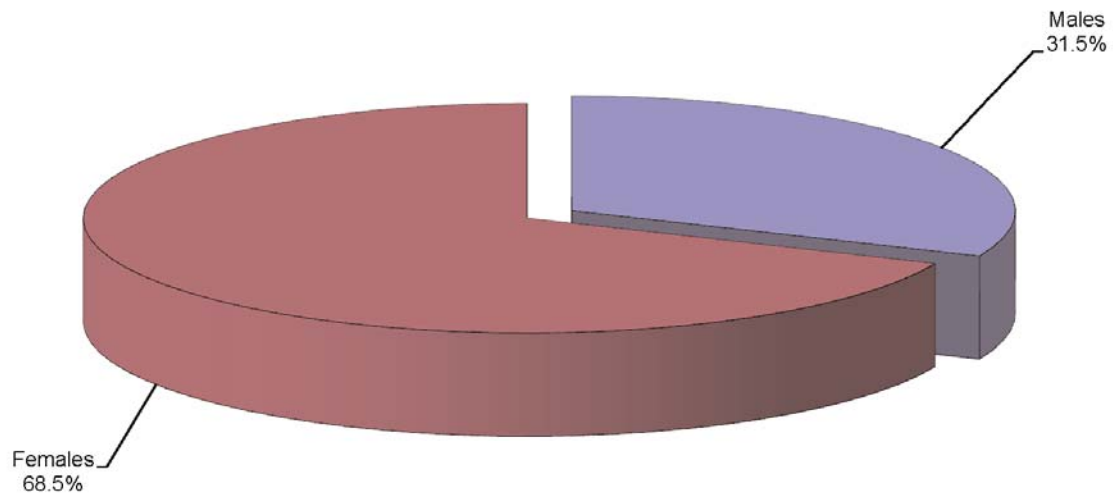


**Department of Labor and Industrial Relations  
Staff Breakdown by Race  
As of June 30, 2011**





***Department of Labor and Industrial Relations  
Staff Breakdown by Gender  
As of June 30, 2011***





# Glossary

To provide the reader with a basic knowledge of elements common throughout this document, the following definitions and explanations are provided.

## ***Equal Employment Opportunity***

The condition whereby all employment processes and circumstances operate to afford an equitable opportunity to all individuals, irrespective to non-merit principles such as race, color, sex, religion, national origin, ancestry, age, disability status (except when any of these factors is an existing bona fide occupational qualification), or political affiliation (except for certain specified employees in the unclassified service).

## ***Workforce Diversity***

Workforce diversity is characterized by positive activity initiated by an employer which contributes to equal opportunity for all individuals. The term “workforce diversity” is best understood in relation to “equal opportunity” i.e., equal opportunity can be stated as a condition and workforce diversity as a means by which the condition is achieved. Workforce diversity thus includes all the various methods through which equal employment opportunity for historically excluded people is made a reality. Underlying the term is a tacit recognition that positive action is presently required both to ensure against discrimination in employment and to remedy the effects of past practices. If progress is to be made for historically excluded people, nothing less than workforce diversity must be taken.

## ***Career Ladder***

A career ladder is a series of job classifications in which an employee can advance through training, lateral transfers, and/or on-the-job experiences to successively higher levels of responsibility and salary.

## ***Protected Groups***

As popularly used, the term protected groups refers to historically excluded people whose members have been subjected to large scale employment discrimination in recent years. Title VII, however, protects any person who is discriminated against because of his or her race, color, religion, sex or national origin. Disabled individuals, persons above the age of 40, and Vietnam veterans are protected classes under other laws and regulations.

## ***Underutilization***

Employment of members of a race, ethnic or sex group in a job or job group at a rate below their availability. The concept of underutilization includes any numerical disparity and is not limited to the 80 percent rule applicable to concepts such as adverse impact.

## ***Upward Mobility***

An upward mobility program includes policies, goals and activities to facilitate career opportunities for employees who are in a dead-end class series or who are underutilized and have demonstrated the aptitude and potential to advance to higher levels.



### ***Utilization Analysis***

An analysis conducted by an employer to determine whether historically excluded people are employed in each major job group at a rate consistent with the availability of qualified historically excluded people in the relevant labor market for positions covered by each job category.

### ***Workforce Analysis***

According to the U.S. Department of Labor, “A listing of each job title as it appears in applicable payroll records (not job group) ranked from lowest paid to highest paid within each Department or other similar organizational unit including Departmental or unit supervision.”

### ***Workforce***

A workforce is made up of a group of individuals employed by the state, a Department or a Departmental division.

### ***Career Progression***

Established in accordance with 1 CSR 20-3.010 (7) (B) 3, is intended to provide agencies with increased managerial flexibility and reduce expenditure of agency staff time and resources. The use of career progression allows a promotion to be effected in an efficient manner when a particular employee, based on past performance, program knowledge or special skills, is best suited for the promotion. The need to announce an exam, request a certificate, determine availability and interview candidates is eliminated.



## APPENDIX 1

# Human Resources Policies

## Recruitment and Placement

Job opportunities are posted throughout the Department. Some announcements are mailed to colleges and specialized organizations to encourage minority and female referrals. Staff attends career days and college fairs to disseminate information concerning the Department's employment opportunities.

The mission of the Missouri Department of Labor and Industrial Relations is to promote industry and labor and protect the rights and safety of Missouri's workforce. To realize this mission, it is essential to utilize the diverse human resources in the workplace to the greatest extent possible. As such, the Department is committed to the principles of fair employment, equal employment opportunity, and equal access to services.

One important element is the Department's recruitment program. The Human Resources Section acts as the Department's recruitment arm and provides this service to all divisions.

The recruitment program's objectives are to identify, recruit, assist and match qualified persons to meet the Department's employment needs.

The methods used by the Department in its recruitment efforts are multifaceted and focused in two primary areas. First, it is necessary to develop community contacts to assist in the search for talented individuals.

Second, it is important that the opportunities within the Department are communicated as widely as possible both internally and externally. To achieve the Department's objectives, the recruitment program includes the following methods.

- **Job Fairs** – The Department will consider participating in area job fairs and expositions to recruit qualified personnel for the Department.
- **Employment Assistance** – A variety of services and support will be provided to those recruits who express an interest in working for the Department. First, potential recruits will be interviewed to ensure they possess basic qualifications for merit and non-merit classifications used by the Department. This will include a review of the individual's college transcripts and/or work experience. Second, assistance will be provided in filling out applications and scheduling exams. Those individuals making it to the interview stage may be provided with other assistance such as a discussion of the interview structure and process.
- **Marketing** – Employment opportunity within the Department will be communicated through diverse media sources such as newspapers, professional journals, colleges, and the Missouri Great Hires system.
- **Retention** – In addition to the challenge of finding and recruiting qualified individuals for employment, the Department believes it is important to retain employees. The Department will make every effort to ensure that the work environment is one that is conducive to achieving our goals. Conducting exit interviews and diversity training are two examples of efforts to achieve greater retention.



## Promotions

Internal staffing announcements are publicized by job opportunity announcements or Inter-office communications.

The Human Resources section maintains a report "Personnel Transactions" indicating each promoted employee's name, location, job classification, sex, and race.

Announcements for job vacancies are posted on bulletin boards, communicated to all department staff via e-mail, as well as on the agency's Intranet/Internet.

## Training

Annually, the Department holds supervisory training, reviews equal employment opportunity and gives guidance in the administration and implementation of the Department's Workforce Diversity Plan.

## Workforce Diversity

The Missouri Department of Labor and Industrial Relations is committed to ensuring that minorities, women, and historically excluded groups are equitably represented at all levels of employment throughout the Department's organizational structure.

The Department has instituted a biennial mandatory training participation for all employees in Workplace Harassment Preventive Training and Workplace Diversity Training.

Workplace Diversity Training is set to be completed by the end of December 2011.

Workplace Anti-Harassment Training was completed December 2010.

The intent of the workforce diversity policy and plan is to strengthen the organization and improve customer service. It too will help the Department seek out individuals throughout the organization whose potential has not been fully utilized and assist each person in reaching their full potential. This will help to assure upward mobility for all qualified individuals.

The Department's career development is available to all Department employees including historically excluded groups of employees.

## Layoffs, Reinstatements, Discharges, Demotions and Disciplinary Actions

Human Resources are responsible for monitoring employee exit interviews, layoffs, disciplinary action, and discharges. All employees have the right to file a grievance or complaint with the human relations officer if they dispute a personnel action that is covered by the grievance process as outlined in the agencies grievance procedure policy.

The complaint/grievance procedure assures employees the opportunity to discuss any action taken by a supervisor and to utilize the internal process because of a grievance or civil action taken against the Department.

Exit surveys are completed by employees and reviewed by Human Resources for trends and improvements.



## **Drug-Free Workplace and Harassment**

The Department recognizes that alcohol and drug abuse adversely affects the health, safety, and well-being of citizens in all aspects of life. The Department complies with the Drug-Free Workplace Act of 1988, which requires that all federally funded employers issue and enforce, as a condition of employment, policies prohibiting drugs in the workplace. The Department ensures that the implementation of this policy will not have an adverse impact on employees because of their age, color, sex, religion, national origin, disability, or veteran status.

It is the policy of the Department to provide all employees with a work environment free from any form of discrimination, including any kind of harassment. These policies are distributed to new employees upon appointment. The Department's General Administrative Manual regards acts of sexual harassment as misconduct and unlawful sex discrimination which can affect males or females, employees or non-employees and will take action to provide appropriate remedies when such harassment is reported or discovered.

Victims of harassment may utilize the Department's discriminatory grievance procedure to bring their situation to the attention of management.

Sexual harassment is a form of employee misconduct which interferes with work productivity and wrongfully deprives employees of the opportunity to work in an environment free from unsolicited and unwelcome sexual overtones. Sexual harassment includes all unwelcome sexual advances, requests for sexual favors and other such verbal or physical conduct. Sexual harassment is a prohibited personnel practice and is a violation of the law.

Sexual harassment exists where an employee exercises or threatens to exercise the authority and power of his or her position to control, influence, direct or affect the job, duties, earnings or career of another employees, prospective employee, or client in order to obtain a sexual favor. It also exists when the conduct in question would tend to create an intimidating work environment or to interfere with an employee's work.

The Human Relations Office is available as needed to counsel employees of the Department who believe they have been subjected to harassment.



## **APPENDIX 2**

# **Other Human Resources Procedures**

## **Grievance/Complaint Procedures**

The Discriminatory and Non-Discriminatory Grievance Complaint Procedures and Policies are located within the Department's Administration Manual. This manual is available online to all department employees and discussed thoroughly in new employee orientation.

The Discriminatory Grievance Complaint Procedure sets out the method of filing a complaint with the human relations officer.

The Non-Discriminatory Grievance Complaint Procedure sets out the method of filing grievances and outlines the steps involved.

All salaried employees, regardless of position, are given the opportunity to participate in the Department's employee benefits. There is no disparity.

## **Upward Mobility (Career Ladder)**

Career planning services are offered by the Human Resources Section. Specialized programs have been developed and implemented to provide employee development opportunities and counseling services. Counseling services include:

- Assisting the employee in defining career goals; and
- Advising the employee of means of developing additional skills and assisting the employee in assessing his or her promotability.

Managers shall encourage and provide opportunities for employees to participate in career counseling, training programs and other activities intended to support upward mobility objectives. Managers also shall make every effort to give assignments that will provide opportunities for employees to increase their skills and enhance their chances for promotion.

## **Evaluation of Program Barriers**

The major objective of the Department's equal employment opportunity program and workforce diversity plan is to identify and remedy the barriers that may exist for historically excluded people in recruitment, hiring, promotion, transfer, discipline and discharge.

The Department established the following procedures to reach the overall objectives of the program. These procedures include, but are not limited to:

- Review the Department facilities to ensure all equal employment opportunity materials are properly displayed.
- Train newly appointed supervisors in equal employment opportunity and interviewing techniques.
- Review internal training participation to ensure all employees, including minorities and females, are receiving training benefits.
- Review voluntary exit surveys to look for any patterns of employment that would affect the equal employment opportunity program.



## Career Development

To some extent, achievement of equitable distribution of historically excluded people throughout all job classifications in the Department as projected in goals and timetables, will be the result of initial assignments, subsequent transfers, promotions and training.

To assure that historically excluded people are given access, affirmatively, to all positions and all lines of progression within the Department, the following policies and practices shall apply:

- Initial referrals for job interviews in hiring units will be made with deliberate consideration of workforce diversity objective, under procedures developed by the director in consultation with the EEO officer.
- All persons directly involved in the interviewing process and in decisions regarding assignments will be given specific orientation concerning this policy.
- All employees will be permitted to apply, through transfer and promotion for higher or more favorable (from a career perspective) positions in the Department without advance approval by, or notice to the present supervisor.
- A career counseling program is established to assist employees in achieving career advancement. Emphasis will be placed on advancement into positions in which historically excluded people have been excluded or significantly under represented.
- In-house training and similar programs will be reviewed periodically by the equal employment opportunity officer and training staff for possible modifications or expansion to better achieve the purpose of this plan.
- A leadership development program is available to develop a number of staff so they are better prepared for future leadership opportunities. The training courses offered will help employees gain skills and knowledge for their personal and professional life.

## Monitoring Performance

The Human Relations office will review all of the above records at least annually to assure compliance with all aspects of this plan and inform the director regarding compliance with the plan and progress toward its objectives. The annual report, and such other periodic reports as may be deemed appropriate, will include recommendations for any changes the office believes are necessary for the program to better achieve its purpose.

The annual report on workforce diversity and other appropriate reports will be available online to all supervisory and managerial personnel in the Department. Contact is made with each supervisor or unit head, whose unit appears to have significant deficiencies in workforce diversity, seek explanation for these deficiencies and offer assistance in overcoming them where appropriate.

Following are specific areas of concern:

1. Applicant flow, by race, sex, national origin and source of applicant (e.g., response to vacancy announcements, word-of-mouth, advertising in journals, etc.).
2. Hires by race, sex and national origin.
3. Initial placement after hired, section to which assigned and position by race, sex, and national origin.
4. Transfers and promotions by race, sex, national origin, position and section for which transferred or promoted.
5. Voluntary and involuntary terminations, by race, sex, national origin, type of termination and reason.



## **APPENDIX 3**

### **Selection Process**

No person shall be denied employment with the Department of Labor and Industrial Relations solely on the basis of race, creed, color, sex, national origin, age, religion, disability, or veteran status. No selection devices or practices shall be utilized which result in unlawful discrimination at any point in the selection process.

A majority of the positions within the Department are filled through the selection of individuals who have passed appropriate examinations and have been certified by the State Division of Personnel for appointment or promotion. All those considered for the position must rank in the top 15 percent of the register. For most positions in the Department, the selection procedure consists of the personal interview, an evaluation of education and experience and past job performance.

All selection procedures must be job related and conducted in such a manner that all applicants are evaluated on the same criteria to assure that all have an equal opportunity for employment or promotion. The manager or supervisor responsible for the selection shall develop interview questions designed to evaluate the knowledge, skills and abilities required to perform the duties of the position. Structured interviews shall be conducted for all positions in accordance with the Department's procedures.

Managers and supervisors of the Department shall select for appointment or promotion in accordance with the workforce diversity objectives, provided that they rank in the most qualified group of applicants in the selection process.

Elements and results of the selection process will be reviewed by the human resource manager and human relations officer. These individuals will review selections for appointment and promotion where a qualified historically excluded applicant is available and the affected work unit is underutilized in the job class in question and for all positions where a qualified historically excluded applicant is available.

Results, problems, adverse trends or patterns obtained as a result of any of the above procedures will be reported to the appropriate director who, in turn, will inform subordinate management as necessary. The appropriate division director also will be advised of any selection practices which does not assist in meeting the Department's workforce diversity objectives and of more effective alternative procedures. The division director will take corrective action as required.

The Department director also will be advised of each agency or division's progress in achieving hiring objectives. Agencies or divisions consistently unable to achieve their objectives in spite of the availability of affected group members will be brought to the Department director's attention in order that corrective action may be taken.



## **APPENDIX 4**

### **Incumbency v. Estimated Availability Summary**

DOLIR Workforce Diversity Plan 2011 09/08/2011

#### **Comparison Rule**

**Any Difference with Whole Person Rule**



# Incumbency v. Estimated Availability Summary

DOLIR Workforce Diversity Plan 2011

09/08/2011

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Disparity?
1 OFFICIALS AND ADMINISTRATORS	101	Female	54	53.47	35.90	
		Minority	8	7.92	9.94	Yes
		Black	6	5.94	6.34	
		Hispanic	0	0.00	1.44	Yes
		Asian	2	1.98	0.80	
		AmIndian	0	0.00	0.81	
2 PROFESSIONAL	613	Female	402	65.58	61.47	
		Minority	79	12.89	15.41	Yes
		Black	67	10.93	12.12	Yes
		Hispanic	7	1.14	1.18	
		Asian	2	0.33	0.83	Yes
		AmIndian	3	0.49	0.74	Yes
3 TECHNICIANS	13	Female	7	53.85	54.16	
		Minority	3	23.08	13.94	
		Black	2	15.38	9.46	
		Hispanic	1	7.69	1.77	
		Asian	0	0.00	1.05	
		AmIndian	0	0.00	1.25	
5 PARAPROFESSIONALS	44	Female	32	72.73	68.33	
		Minority	3	6.82	17.80	Yes
		Black	2	4.55	14.55	Yes
		Hispanic	0	0.00	1.31	
		Asian	0	0.00	0.54	
		AmIndian	1	2.27	0.84	
6 OFFICE/CLERICAL	124	Female	119	95.97	74.72	
		Minority	7	5.65	14.61	Yes
		Black	7	5.65	10.78	Yes
		Hispanic	0	0.00	1.58	Yes
		Asian	0	0.00	1.05	Yes
		AmIndian	0	0.00	0.66	
7 SERVICE/MAINTENANCE	1	Female	0	0.00	7.91	
		Minority	0	0.00	8.85	
		Black	0	0.00	6.10	
		Hispanic	0	0.00	0.85	
		Asian	0	0.00	0.54	
		AmIndian	0	0.00	1.25	
Facility Total	896	Female	614			
		Minority	100			
		Black	84			
		Hispanic	8			
		Asian	4			
		AmIndian	4			

Comparison of Incumbency to Availability is performed using the Any Difference with Whole Person Rule

Yes indicates Difference <= -1.0



## Job Group Analysis Summary

DOLIR Workforce Diversity Plan 2011  
09/08/2011

[illegible]



# Work Force Analysis Summary

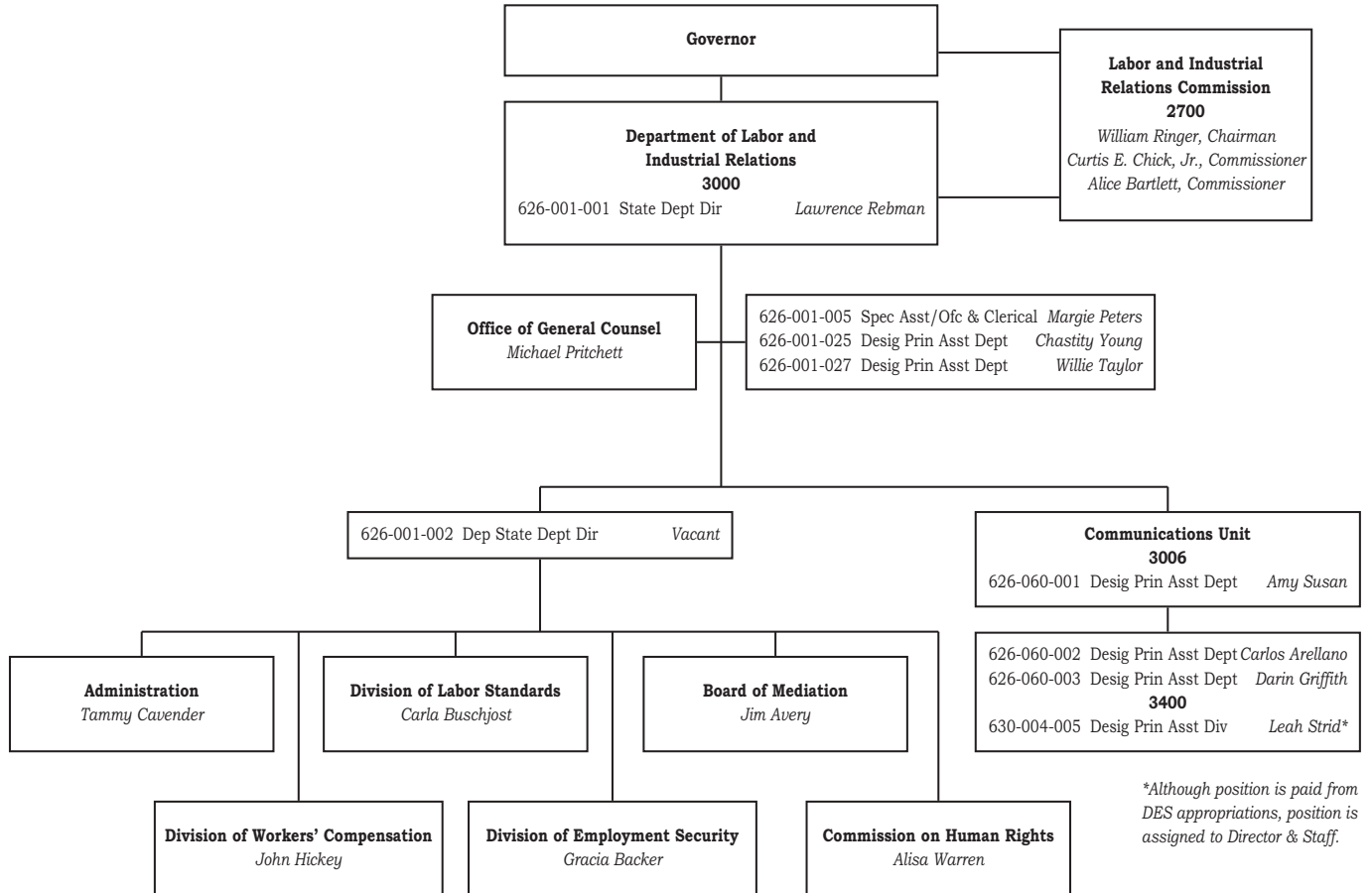
DOLIR Workforce Diversity Plan 2011  
09/08/2011

Department	Total	Total Min	Female						Male					
			Total	White	Black	Hisp	Asian	AmInd	Total	White	Black	Hisp	Asian	AmInd
COMMISSION ON HUMAN RIGHTS	28	5 17.86	23 82.14	21 75.00	2 7.14	0 0.00	0 0.00	0 0.00	5 17.86	2 7.14	3 10.71	0 0.00	0 0.00	0 0.00
DIV OF EMPLOYMENT SECURITY	628	74 11.78	438 69.75	382 60.83	49 7.80	5 0.80	1 0.16	1 0.16	190 30.25	172 27.39	15 2.39	1 0.16	1 0.16	1 0.16
DIV OF WORKER'S COMPENSATION	140	13 9.29	97 69.29	88 62.86	8 5.71	0 0.00	1 0.71	0 0.00	43 30.71	39 27.86	2 1.43	0 0.00	0 0.00	2 1.43
DIVISION OF LABOR STANDARDS	38	0 0.00	16 42.11	16 42.11	0 0.00	0 0.00	0 0.00	0 0.00	22 57.89	22 57.89	0 0.00	0 0.00	0 0.00	0 0.00
DOLIR DIRECTOR & STAFF	47	7 14.89	31 65.96	27 57.45	3 6.38	0 0.00	1 2.13	0 0.00	16 34.04	13 27.66	1 2.13	2 4.26	0 0.00	0 0.00
LABOR & INDUSTRIAL REL COMM	13	1 7.69	8 61.54	7 53.85	1 7.69	0 0.00	0 0.00	0 0.00	5 38.46	5 38.46	0 0.00	0 0.00	0 0.00	0 0.00
STATE BOARD OF MEDIATION	2	0 0.00	1 50.00	1 50.00	0 0.00	0 0.00	0 0.00	0 0.00	1 50.00	1 50.00	0 0.00	0 0.00	0 0.00	0 0.00
Facility Total % of Total	896	100 11.16	614 68.53	542 60.49	63 7.03	5 0.56	3 0.33	1 0.11	282 31.47	254 28.35	21 2.34	3 0.33	1 0.11	3 0.33



## APPENDIX 5

# Organizational Chart



\*Although position is paid from DES appropriations, position is assigned to Director & Staff.